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MEMORANDUM FOR: Mr. [REDACTED]  
SUBJECT: Non-Staff Personnel

1. This is in response to your memoranda of 9 and 10 March regarding the role of the Office of Personnel in the management of non-staff personnel.

2. Ideally, I think the Agency might look toward providing central staff services for the management of non-staff personnel of the same scope, quality, and authority as it provides for staff personnel. Practically, I think this objective must be modified in light of other considerations. In the past, we have probably over-stressed compartmentation and operational security in denying Support services either the responsibility or authority to provide even minimum staff services in these areas. Over the years, much of the initial resistance has been worn down -- perhaps in some instances because professional assistance was needed to solve the problems which grew out of the unsystematic approach first taken. I think we could do more than we now do in supporting this rather substantial portion of the Agency's total employment population. I have no firm convictions on just how far we should ultimately go in this direction.

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5. The statistics and records which are kept on non-staff personnel are in my view inadequate. I have brought to your attention a new reporting system being set up in the ED/P which will be a big step forward in at least knowing how many there are.

6. Having said all of this, I must add that I see no prospects of expanding our services in this field without (1) acceptance by responsible operating people of a new role for the Office of Personnel, (2) a plan for moving into this field in an orderly way, and (3) appropriate increase in the authorized ceiling and budget for the Office of Personnel to permit us to acquire the staff we would need to provide these services.

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1 - [REDACTED] (17 April 1964)

/s/ Emmett D. Nichols

Emmett D. Nichols  
Director of Personnel

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